

# Effective Communication in the Workplace

**Sunset Jamaica Grande**  
**Thursday May 21, 2009**



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# Communication

## Communication

The transference and the understanding of meaning

### Communication Functions

1. Control member behavior.
2. Foster motivation for what is to be done.
3. Provide a release for emotional expression.
4. Provide information needed to make decisions.

# The Communication Process

## ➤ Channel

- The medium selected by the sender through which the message travels to the receiver

## ➤ Types of Channels

### – Formal Channels

- Are established by the organization and transmit messages that are related to the professional activities of members

### – Informal Channels

- Used to transmit personal or social messages in the organization. These informal channels are spontaneous and emerge as a response to individual choices.

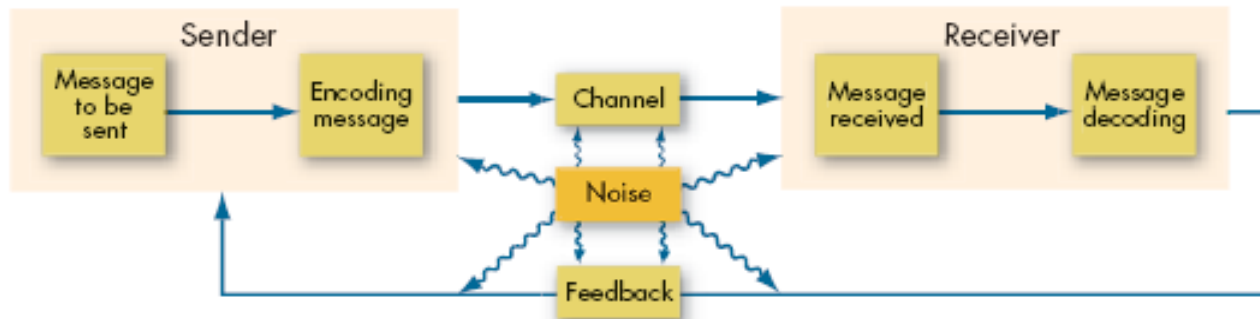
# Elements of the Communication Process

- The sender
- Encoding
- The message
- The channel
- Decoding
- The receiver
- Noise
- Feedback



# The Communication Process Model

**Exhibit 11-1** The Communication Process



## Communication Process

The steps between a source and a receiver that result in the transference and understanding of meaning

# Attitude: I WANT TO DEAL WITH YOU TODAY!

- You are a channel!
- Enthusiasm! Passion!  
Love what you do and  
communicate it!

**Friendly, inviting face**

**[Smiling/Greeting Exercise]**

**Tone of voice**

**[Tone of voice exercise]**

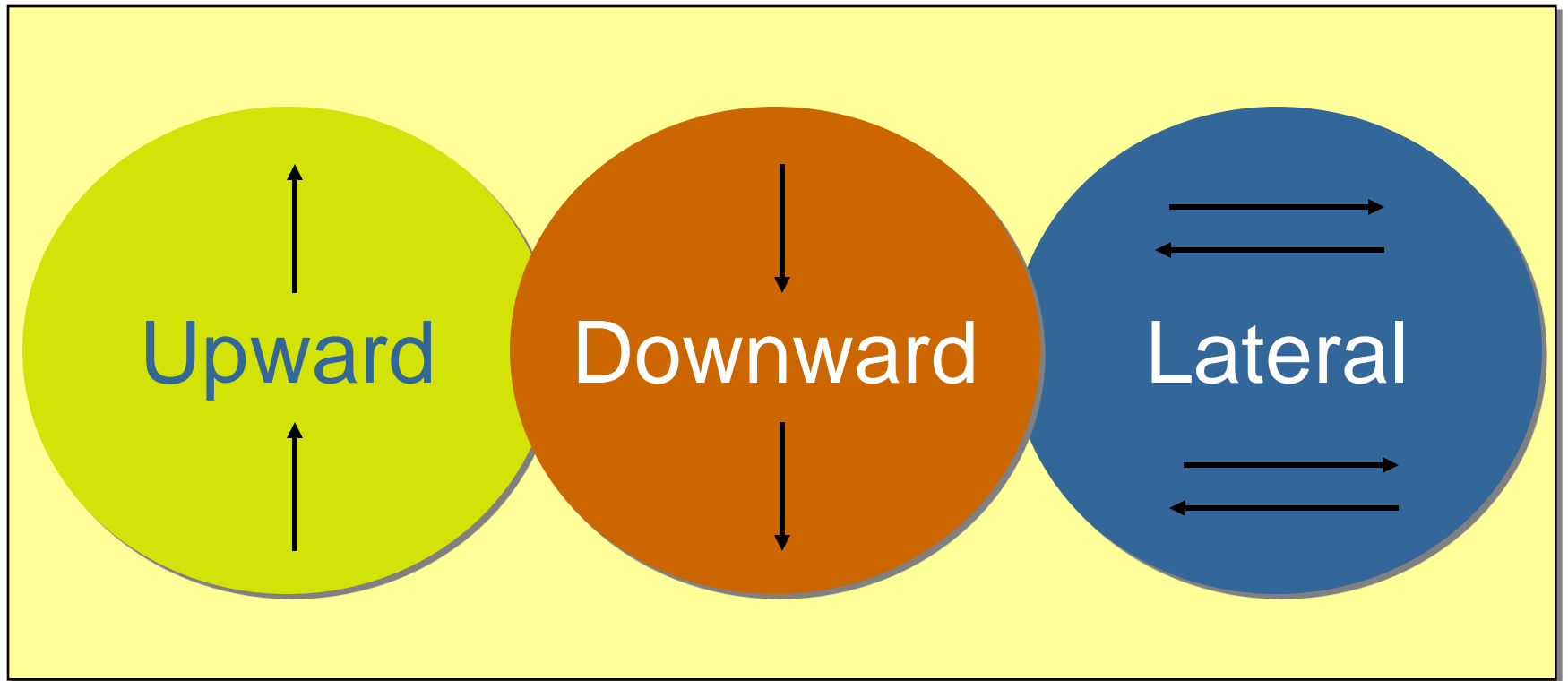


# Processing Information...

*“Weh dis laydi di aks mi dis kewschan fa?!”*

- Understand **WHY** the query  
*Elicit queries that small/ medium enterprises would get from foreign and local tourists/customers.*
- **Contribute** to the solution: knowing when and how to direct and/or refer) **BE HONEST**
  - **PREVENT COMPLAINTS:**  
Leave YOUR bad feelings at home:
- *You can cry at 10 tonight – this customer needs you now and you need them!*

# Direction of Communication





# Interpersonal Communication

## ➤ Oral Communication

- Advantages: Speed and feedback
- Disadvantage: Distortion of the message

## ➤ Written Communication

- Advantages: Tangible and verifiable
- Disadvantages: Time-consuming and lacks feedback

## ➤ Nonverbal Communication

- Advantages: Supports other communications and provides observable expression of emotions and feelings
- Disadvantage: Misperception of body language or gestures can influence receiver's interpretation of message

# The Dreaded Double Bind



When your  
nonverbal reaction  
contradicts your  
verbal reaction!



# Nonverbal Communication

Body Movement

Intonations

Facial Expressions

Physical Distance



# Intonations: It's the Way You Say It!

## Change your tone and you change your meaning:

### Placement of the emphasis

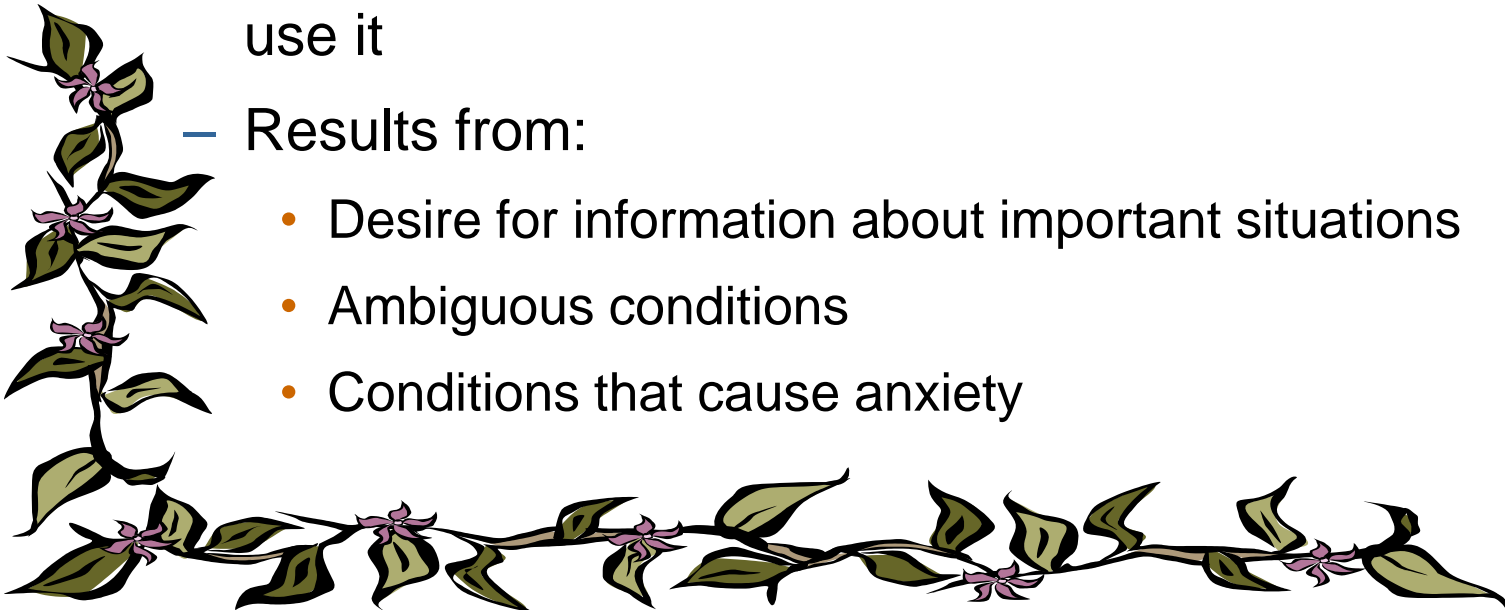
### What it means

Why don't I take <b>you</b> to dinner tonight?	I was going to take someone else.
Why don't <b>I</b> take you to dinner tonight?	Instead of the guy you were going with.
Why <b>don't</b> I take you to dinner tonight?	I'm trying to find a reason why I shouldn't take you.
<b>Why</b> don't I take you to dinner tonight?	Do you have a problem with me?
Why don't I <b>take</b> you to dinner tonight?	Instead of going on your own.
Why don't I take you to <b>dinner</b> tonight?	Instead of lunch tomorrow.
Why don't I take you to dinner <b>tonight</b> ?	Not tomorrow night.

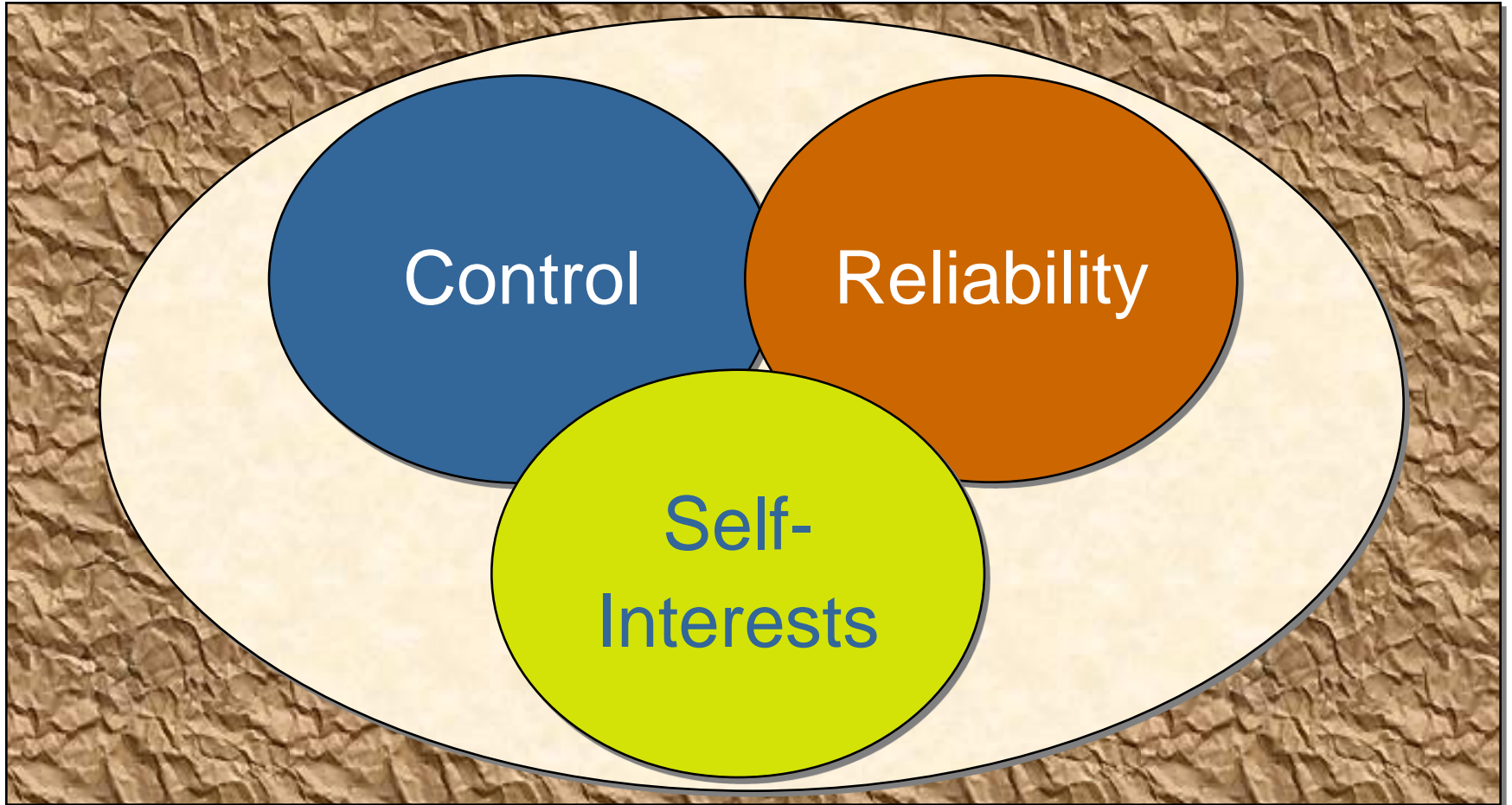
# Grapevine

## ➤ Grapevine Characteristics

- Informal, not controlled by management
- Perceived by most employees as being more believable and reliable than formal communications
- Largely used to serve the self-interests of those who use it
- Results from:
  - Desire for information about important situations
  - Ambiguous conditions
  - Conditions that cause anxiety



# The Grapevine



# Suggestions for Reducing the Negative Consequences of Rumors

1. Announce timetables for making important decisions
2. Explain decisions and behaviors that may appear inconsistent or secretive
3. Emphasize the downside, as well as the upside, of current decisions and future plans
4. Openly discuss worst-case possibilities—it is almost never as anxiety-provoking as the unspoken fantasy

# Computer-Aided Communication

## ➤ E-mail

- Advantages: Quickly written, sent, and stored; low cost for distribution
- Disadvantages: Information overload, lack of emotional content, cold and impersonal

## ➤ Instant Messaging

- Advantage: “Real time” e-mail transmitted straight to the receiver’s desktop
- Disadvantage: Can be intrusive and distracting





# Computer-Aided Communication (cont'd)

## ➤ Intranet

- A private organization-wide information network

## ➤ Extranet

- An information network connecting employees with external suppliers, customers, and strategic partners

## ➤ Videoconferencing

- An extension of an intranet or extranet that permits face-to-face virtual meetings via video links



# Choice of Communication Channel

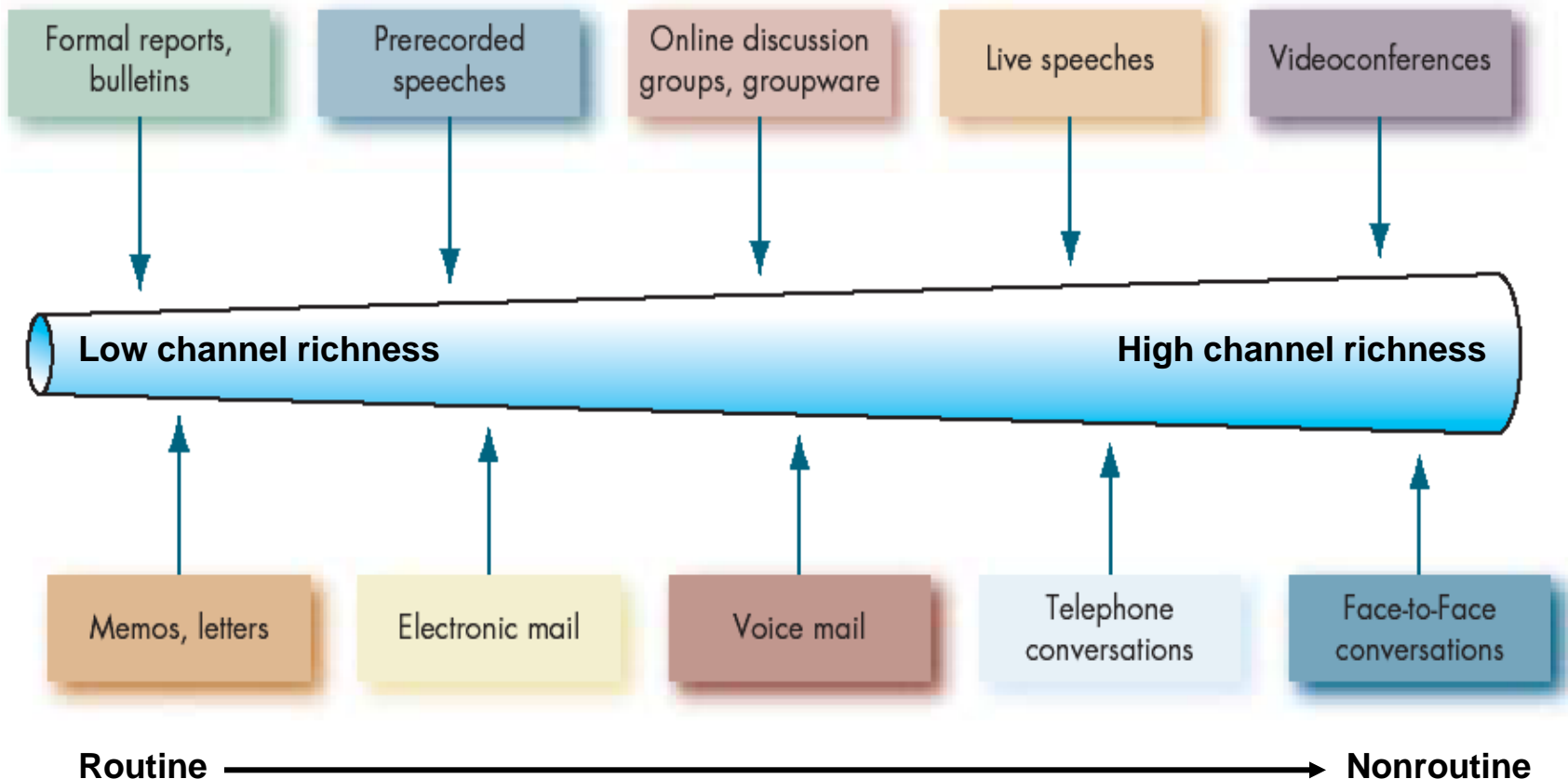
## Channel Richness

The amount of information that can be transmitted during a communication episode

### Characteristics of Rich Channels

1. Handle multiple cues simultaneously
2. Facilitate rapid feedback
3. Are very personal in context

# Information Richness of Communication Channels



Source: Based on R.H. Lengel and D.L. Daft, "The Selection of Communication Media as an Executive Skill," *Academy of Management Executive*, August 1988, pp. 225–32; and R.L. Daft and R.H. Lengel, "Organizational Information Requirements, Media Richness, and Structural Design," *Managerial Science*, May 1996, pp. 554–72. Reproduced from R.L. Daft and R.A. Noe, *Organizational Behavior* (Fort Worth, TX: Harcourt, 2001), p. 311.

# Barriers to Effective Communication

## Filtering

A sender's manipulation of information so that it will be seen more favorably by the receiver

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## Selective Perception

People selectively interpret what they see on the basis of their interests, background, experience, and attitudes

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## Information Overload

A condition in which information inflow exceeds an individual's processing capacity

# Barriers to Effective Communication (cont'd)

## Emotions

How a receiver feels at the time a message is received will influence how the message is interpreted.

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## Language

Words have different meanings to different people.

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## Communication Apprehension

Undue tension and anxiety about oral communication, written communication, or both



# Language: ambiguity – avoid it like the plague!

## ➤ Be concrete, not abstract:

x A significant loss      + **\$30,000 loss**

x Join us at the festival in the morning!

**+Join us at the festival at 10:30 tomorrow morning.**

➤ “Ignorant” Lack of knowledge = USA, etc.  
Quarrelsome = Belize, Caribbean

# Other considerations:



- *Avoid slang.*
- *Cultural Considerations*
- *Stereotypical language and attitudes*
- *Gender Issues*
- *Improving your own command of the language your customers most use!*
- *Speaking clearly*
- *Be humble – apologize when necessary*
- *Balance being friendly with assertive:*



# Hand Gestures Mean Different Things in Different Countries

## The A-OK Sign



In the United States, this is just a friendly sign for "All right!" or "Good going." In Australia and Islamic countries, it is equivalent to what generations of high school students know as "flipping the bird."

## The "Hook'em Horns" Sign



This sign encourages University of Texas athletes, and it's a good luck gesture in Brazil and Venezuela. In parts of Africa it is a curse. In Italy, it is signaling to another that "your spouse is being unfaithful."



# Hand Gestures Mean Different Things in Different Countries (cont'd)

## **"V" for Victory Sign**



In many parts of the world, this means "victory" or "peace." In England, if the palm and fingers face inward, it means "Up yours!" especially if executed with an upward jerk of the fingers.

## **Finger-Beckoning Sign**



This sign means "come here" in the United States. In Malaysia, it is used only for calling animals. In Indonesia and Australia, it is used for beckoning "ladies of the night."

# 6 Principles of Effective Communication

- Maintain eye contact.
- Be aware of body position and language.
- Use language the customer understands
- Use the customer's proper name.
- Be honest.
- Listen: recognize the appropriateness of empathic, discriminative and critical listening).

**Thank You Very Much for your  
kind attention and .....  
Jah Bless!!!**



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